



County of Los Angeles CHIEF EXECUTIVE OFFICE

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WILLIAM T FUJIOKA
Chief Executive Officer

August 23, 2010

To: Supervisor Gloria Molina, Chair
Supervisor Mark Ridley-Thomas
Supervisor Zev Yaroslavsky
Supervisor Don Knabe
Supervisor Michael D. Antonovich

From: William T Fujioka
Chief Executive Officer

Lisa M. Garrett
Director of Personnel

A handwritten signature in black ink, appearing to be "W. T. Fujioka", written over the typed name of the Chief Executive Officer.

A handwritten signature in black ink, appearing to be "Lisa M. Garrett", written over the typed name of the Director of Personnel.

Board of Supervisors
GLORIA MOLINA
First District

MARK RIDLEY-THOMAS
Second District

ZEV YAROSLAVSKY
Third District

DON KNABE
Fourth District

MICHAEL D. ANTONOVICH
Fifth District

STATUS REPORT ON THE HUMAN RESOURCES ARCHITECTURE (RESPONSE TO ITEM 63-D, AGENDA OF APRIL 20, 2010)

On April 20, 2010, on motion of Supervisors Antonovich and Ridley-Thomas your Board directed the Chief Executive Officer and the Director of Personnel to: (1) examine Human Resources (HR) architecture, Department of Human Resources (DHR) structure and determine which HR functions should be centralized and which, if any, should remain decentralized; (2) determine whether human resource positions in the County should be consolidated in the Department of Human Resources; (3) determine the number of human resources positions necessary to support centralization of human resources Countywide and; (4) report back to the Board on their findings within 60 days.

On June 22, 2010, your Board was provided with a status on the progress of the study. This memorandum provides you an update on the status of our progress and requests an additional 90 days to complete the study. Our progress is as follows:

- To date, DHR received nearly all survey responses identifying HR functional areas in each department and the actual and budgeted positions performing these functions. Preliminary information provided by departments reflects the variation of HR operations throughout the County, specifically the variety of job classes utilized to perform HR functions. DHR is continuing to work with departments to clarify the data provided in the survey and ensure complete and

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accurate information. The data will provide a baseline to determine the appropriate HR structure in the County.

- In a separate assessment, DHR is reconciling HR allocation data provided by CEO Classification with that provided by departments. The findings have indicated inconsistencies which DHR is currently working with departments to clarify.
- The Director of Personnel established an HR Executive Advisory Committee to serve as an executive leadership group and strategic partner in providing policy guidance and delivering strategies for broad organizational change. This committee, comprised of department heads, chief deputies and Board staff, will address topics including HR architecture, succession planning, discipline and performance management, and shared services. A subcommittee is being formed to specifically address HR architecture. The outcome of this group will assist in determining the most effective and efficient model for HR structure in the County.
- DHR canvassed several states and counties regarding their HR architecture. The study found that Human Resources in most of these organizations were either centralized or a hybrid of centralization and decentralization.

If you have any questions, please contact me or have your staff contact Ellen Sandt, Deputy Chief Executive Officer at (213) 974-1186 or Lisa Garrett, Director of Personnel at (213) 974-2406.

WTF:BC:EFS
LMG:MLH:AC:ef

c: All Department Heads